

SECRET

19 September 1969

MEMORANDUM FOR: Chief, Support Operations Staff

SUBJECT : Suggested Questions for the Problem Solving Seminar, especially the GS-11/12 Groups

1. a. Of the questions already submitted, I suggest for the GS-11 or GS-12 groups the problem "How can channels for communication be opened to young, restless employees?"

b. The GS-11's and 12's are nearest to this problem which I believe to be an extremely important one for them.

c. Many young employees today express concern about their future prospects for career development and professional improvement; they feel they are "in the dark", but do not know how to get the answers they need. Many also secretly express dissatisfaction with their current position or prospects, but hesitate to inquire about opportunities in other Agency components because they fear that their present supervisors will consider them disloyal and unworthy:

2. a. Another related question, not previously listed, but which should be of interest to both this younger group and to more senior officers is, "What changes should be made in our career planning programs?"

b. Many employees have never seen their five-year career plans or feel that these plans and their FRQ's have been forgotten. Some believe that chance plays a significant role in determining their future and that success may depend merely on being available for assignment at an opportune time.

c. Considering the many unforeseen and uncontrollable events which necessarily affect our plans for employee development and utilization, are there nevertheless some ways in which career planning and the related education of employees can be improved?

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